

BOARD OF DIRECTORS RETREAT

Federal City Performing Arts Association

25 July 1987

Board Members Attending: Steve Herman, president, Peter Brayton, vice-president, Michael Bohn, treasurer, Roger Bergstrom, David Cooper, Roger Edens, Bill Hunnicutt, Tom Lester, Larry McFarland, Rick Rosendall, Jeff VanLuyn. Others attending: Bruce Trinkley, Director, David Sisson, Assistant Director, & Jim Starnier.

The Board of Directors informally convened for planning and policy discussion at approximately 10:00 a.m.

The president announced that Harry Powers had resigned from the Board and from his position as Business Manager of FCPAA. A discussion followed concerning the process of refilling the position. A memorandum will be mailed to the membership encouraging self-nominations to complete Mr. Powers term (ending in June 1988). As stated in the by-laws, the Board will select the replacement.

The president summarized the day's agenda and presented his proposal for restructuring the organizational make-up of FCPAA. The proposal included the following nondivisional positions: Capital Club Liaison (who will interact with the Membership and Fundraising Divisions), GALA Representative, Legal Advisor, Long-Range Planning Committee, and Community Liaison. It was the consensus of the Board to add an Auditor to report directly to the Board and an Archivist.

Six Divisions were proposed: Music, Production, Membership, Fundraising, Promotion/Publications, and Business. General responsibilities were suggested in the president's proposal. The Board members discussed them at length. The following alterations were agreed to by consensus: The interpreter falls under production division, as per precedent. The ticket sales area was transferred from Production to the Business Division. The Grants area was formally added to the functions of the Fundraising Division. The Promotion/Publications chairman described three areas he wanted included in his division: Marketing (which is new), Media Relations, and Publications. The Business Division was given the responsibility for the Music Library through its General and Administrative area.

Merchandizing and inventory (chorus shirts, etc.) were discussed and agreed to belong within the position descriptions for Fundraising, Business, and Membership functionaries rather than deserving specific organizational consideration.

The president announced his appointees for the proposed positions:

Repertoire Advisory Committee (consisting of the Director, Assistant Director, two appointees of the Director, and two appointees of the president):

Bruce Trinkley, Director
David Sisson, Assistant Director
Michael Rivard, Director's appointee
Everett Waldo, Director's appointee
Jeffrey Buhrman, president's appointee
Jeffrey Lea, president's appointee

GALA Representative: Ron Sabacek

Long-Range Planning Committee Chairman: David Cooper

Community Liaison: Larry McFarland

Executive Producer: Peter Brayton

Membership Co-Chairmen: Roger Edens and Jim Starnier

Fundraising Chairman: Bill Hunnicutt

Promotion/Publications Chairman: Rick Rosendall

Business Manager: VACANT

The president requested and received feedback on his appointment choices. All were deemed qualified. There were multiple candidates for the Repertoire Advisory Committee and the GALA Representative, and some personal disappointment was expressed. The list was allowed to stand for adoption later in the day during formal session.

The president then directed the discussion to the budget proposal sent to all board members in advance of the meeting.

INCOME:

Income from the three major concerts' ticket sales were projected, and a discussion followed:

For the Christmas concert, a concern was raised that the Chorus could increase income by securing a larger church, adjusting the \$10.00 ticket price, etc. Concert No. 2 will be a joint concert with the Windy City Chorus at the Lisner Auditorium, with ticket prices set at \$10, \$15, and \$20. The third Concert will be a "UDC" styled concert and be scheduled for 2 nights. The board is interested in a change of site for this concert if a more appropriate one can be found.

Fundraising income was discussed. The proposed budget includes funds raised through ad sales, but the president pointed out that these figures include the previous June's sales receipts, since bills for the advertisements are not sent until after the June concert.

The president noted that our direct mail fundraising drive only solicits funds from previous contributors. He suggested that we explore expanding the list to possibly new contributors.

The Exit Bartending function will be discontinued.

Several events were mentioned as anticipated income sources, including a Mardi Gras party, a Midnight Blue concert, Deck Daze, etc. The fundraising chairman also noted that the Chorus Cookbook, soon to become a reality, will bring in an estimated \$4000 in excess of expenses. A yardsale is expected to net \$500. Len Padgett is preparing glass designs and he has agreed to donate his labor for the chorus; estimated income is \$500.

The treasurer noted that almost half of the membership takes advantage of the pay-in-advance option and therefore receive a discount. This lowered the estimated income from dues.

The treasurer reported the Money Market to have a balance of approximately \$20,000. Interest income was therefore more than anticipated.

Income from small ensemble performances was deleted. They will be encouraged to serve as good-will ambassadors for the chorus and perform cost-free several times during the year.

EXPENSES:

The Promotion/Publications Chairman confirmed the accuracy of the expense of running program ads (two-thirds of the sales revenue).

Direct mail expenses were discussed, and the Promotion/Publications chairman explained the benefits of a business reply license with the post office. Some discussion followed.

Bill Hunnicutt reported that a printed Thank You note is being prepared to send to our contributors.

Event expenses were described and accepted.

The Grants expenses includes \$250 to send the grants specialist to a class on grantsmanship and proposal writing.

Rick Rosendall gave details of consolidated mailings that should diminish the promotional costs for the season ticket sales and the individual concerts. He gave details of the individual expenses and changes in the Promotion/Publications budget.

In the discussion of the the Christmas Concert, Bruce Trinkley expressed concern over the need to present ever increasing musical quality to our audience and requested an increase in the budget to cover 12 to 16 instrumentalists. This raised the allotted amount from \$500 to \$4000.

An increase was also requested for the third concert, raising the budgetted amount to \$1000.

The budget includes \$500 for Community Liaison. This is the first year that the budget included a line item for the Community Liaison.

Under the General and Administrative area, it was noted that the Levine School has raised our rent. Some discussion arose about the loss of rehearsal space (on 2 occasions), and the possibility of installing an air conditioner in the FCPAA office. The hope was expressed that these matters could be negotiated with the Levine school officials.

The proposed budget made no provision for increases in salaries. Bruce Trinkley and David Sisson left the room to allow the board to discuss the matter. Following this discussion, the budget was amended to reflect a ten percent raise for the salaries of the Director, Assistant Director, and Accompanists. In addition, the allotment of telephone expenses was increased in order to cover charges incurred by the Assistant Director.

The topic of who "owns" the arrangements for which the chorus pays the director was raised. Mr. Sisson pointed out that GALA is currently researching the exact meaning of publishers' fees, etc. The new contract with the Director will include specific language addressing this issue so as to eliminate misunderstanding.

The auditor's fee was noted to be too low and was therefore amended to \$1500.

It was suggested that all Chorus members wishing to attend the GALA conference should have their registration fee covered. In addition, the two official representatives of FCPAA will be reimbursed up to \$500 per person for the trip to Vancouver.

Special mention was made of the additional \$3000.00 included in the budget to pay an office intern.

A question was raised about the contractor who keeps the mailing list. Given that the chorus now has a computer, it was the consensus that keeping the mailing list ourselves would save the organization money. It was urged that we take advantage of the automation available to us.

The calendar of events was discussed and finalized. The Director has scheduled an additional Saturday rehearsal each month for the coming year. During the discussion of the Christmas concert, the president urged the Director and the Music Division to include a set of familiar music to enhance the family atmosphere.

The chorus was called temporarily into formal session at 2:55 p.m. The president sought and received a motion to accept the Divisional heads as proposed. The motion was seconded and approved unanimously. Rick Rosendall also moved that we accept the organizational chart as amended. The motion was seconded and approved unanimously. The board voted to adjourn the formal session and reenter informal discussion at 2:56 p.m.

Following the acceptance of the calendar, the board discussed several unrelated items:

- Auditions for returning members have been renamed "vocal reviews." The purpose of this is to ease the pressure on returning members.
- The Board is very interested in increasing minority participation in the singing and supporting membership. Free concerts offered to organizations in the community were seen as a chance to increase our visibility to minorities and to dispell any negative impressions that may have been inadvertently created.
- Mr. Rosendall discussed the year's upcoming publications schedule and supplied a copy of a timetable.
- Several marketing strategies were suggested, including a few evenings of phone banks to follow up on season ticket brochures.

The Board retreat was adjourned at approximately 5:00 p.m.

W. Rottensmaier, Jr.
Secretary.